SEPARATING PROJECT WORK AND ROUTINE MAINTENANCE

All building maintenance is divided into either project work or routine maintenance. FAS has established two separate budget accounts to fund these two types of work. This memo establishes guidelines by which you can appropriately categorize, and therefore fund your building work. Both project work and routine maintenance are essential to a well-maintained building. The main purpose for the two separate funding sources is to provide maximum control over our limited financial resources, recognizing that the real fiscal constraint lies in the total maintenance budget. As building managers initiating building work, you must identify the funding source as routine maintenance or project funding. The following criteria should be applied in categorizing work as routine maintenance or project work.

- Does the type of work occur infrequently?
- Are there special management and control issues?
- Is the estimated cost significant?

If the answer is no to all of these questions, the work is considered routine maintenance;
If the answer is yes to any two, the work should be a project;
If the answer is yes to one of the questions, use your best judgment.

Project work by its nature must be paid for from project funds. Therefore, one could say that it is in your best interest to have as much billed to routine maintenance as possible. This may be true in the short run; however, the available project money in future years may be reduced because of the required greater allocation for routine maintenance. You should make the classification decision based on the three criteria above and not the source of funding.

When you ask for a new project to be created, you should indicate the project number that will be used to fund the work. If and when the lack of project money severely limits your ability to accomplish the work planned, arrangements will be discussed to provide additional funding sources.

Within routine maintenance there are two categories; planned maintenance and break-down maintenance. When charging work to your maintenance accounts, please be careful to choose the appropriate category. If the work you are doing is something that you anticipated and planned, pay for it out of planned maintenance. Conversely, if the work was not anticipated, such as a clogged sink, pay for it with break-down maintenance funds.
BIDDING PROCEDURE

In order to insure that the best value is obtained in implementing building operations related projects, FAS Physical Resources requests that a competitive process be used in vendor selection for contracts of $12,000 or more. The spirit of this policy is to insure a good business practice and the maximum benefit for the resources expended.

Any FAS manager executing a contract with a value of $12,000 or more should obtain competitive prices. If there is an overriding reason for not obtaining more than one price, that should be noted on the in the description field on the Project Authorization Form (PAF) in Main Menu. Time constraints, actions taken in urgent situations, and the uniqueness of a selected vendor are reasons most frequently experienced for not obtaining competitive bids.

It should be noted that this requirement applies to the value of the contract issued and not to the project value. Therefore, in a $15,000 project to redecorate an office, comprised of a painting contract for $10,000 and a carpet contract for $5,000, bidding is advisable, but it would not be required by this policy. The project contains no contracts exceeding $12,000. Conversely three painting projects of $5,000 each that are done by one vendor would require competitive bids because the contractual amount exceeds $12,000.

Furniture need not be competitively bid if purchased through the FAS Furniture Coordinator. These prices have already been established on a competitive basis.

The competitive prices for a project should be included with the Project Authorization in the description field.
CONTRACT PROCEDURE

There are times when it is most expedient for building managers to deal directly with contractors. This would include all aspects of contracted work; the bidding selection, supervising the work, and approving the invoice(s) for processing.

CONTRACTS

It is the policy of FAS Physical Resources that any building operations related work with vendors should be performed under the authority of a written contract. The intent of this policy is to provide liability and legal protection to Harvard and its employees.

Blanket Contracts have been issued to a number of vendors for work that does not exceed $3,000 for a specific job. When using these vendors for work valued at less than $3,000, please reference the applicable general contract number when processing the bill for payment. No additional written contract will need to be issued by you for this work.

Should you have other vendors who you feel should be added to this list, please contact this office to make the necessary arrangements. Any vendor who has been paid at least ten invoices under $3,000 in one fiscal year is a candidate for a blanket contract. You should make sure that these vendors have provided us with proof of adequate insurance coverage. (See insurance requirements attached).

Any work with a vendor that exceeds $3,000 must be covered under a written contract issued by you for that specific job. A copy of that signed contract must be sent to this office with the first invoice paid under that contract. Any work done by a vendor who does not have a blanket contract must be covered by a contract written by you no matter what the value of the work being done.

Please note that the billing address needs to be filled in at the top of the contract form before sending it to a vendor for signature.

Distribute copies of the contract as indicated in the distribution section on the bottom of the form. A copy of the contract must be attached to the first invoice submitted for payment.
INSURANCE REQUIREMENTS

OF VENDORS OR CONTRACTORS PERFORMING PROJECTS UNDER $50,000 FOR HARVARD UNIVERSITY

GENERAL LIABILITY

Per Occurrence $1,000,000
Per Aggregate $2,000,000

AUTOMOBILE LIABILITY

Per Person $250,000
Per Occurrence $500,000
Property Damage $250,000
Or, a combined limit of $1,000,000

WORKERS' COMPENSATION

Required by State Law, Workers’ Compensation Coverage is required for any contractor or service vendor with one or more employees. If the business is only the owner, then a copy of that health insurance policy will suffice.
Purchasing Policy Statements

Conflict of Interest

Individuals serving the University shall at all times act in a manner consistent with their fiduciary responsibilities to the University and shall exercise particular care that no detriment to the University results from conflicts between their interests and those of the University.

For the purpose of this statement, an individual is considered to have a conflict of interest when the individual, or any of his or her Family or Associates (i) has an existing or potential financial or other interest which impairs or might appear to impair the individual's independence of judgment in the discharge of responsibilities to the University, or (ii) may receive a material, financial or other benefit from knowledge of information confidential to the University. The "Family" of an individual includes his or her spouse, parents, siblings, children and, if living in the same household, other relatives. An "Associate" of an individual includes any person, trust, organization, or enterprise of, in or with which the individual or any member of his or her Family (i) is a director, officer, employee, member, partner, or trustee, or (ii) has a financial interest that enables him or her, acting alone or in conjunction with other, to exercise control or influence policy significantly, or (iii) has any other material association.

This policy is to be interpreted and applied in a manner that will best serve the interests of the University. If an individual believes that he or she may have a conflict of interest, the individual shall promptly and fully disclose the conflict to the Office of the General Counsel and shall refrain from participating in any way in the matter to which the conflict relates until the conflict question has been resolved. In some cases, it may be determined that, after full disclosure to those concerned, the University's interest's are best served by participation by the individual despite the conflict.

Code of Ethics

Individuals purchasing goods and services on behalf of Harvard University should conduct business in a manner that is consistent with the educational and research goals of the University. Purchasing activities should be conducted in a professional manner. All qualified vendors should be given an equal opportunity to compete for University business. Purchasing decisions should be made based on reasonable assessments of quality, service, competitive pricing and technical qualifications.

Efforts should be made to maintain positive and professional relations with vendors. Business should be conducted in good faith and disputes resolved quickly and equitably. Vendors doing business with the University should be held to standards promoting sound and ethical business practices.

Purchasing decisions should be made with integrity and objectivity, free from any personal considerations or benefits.
CLAIMS PROCEDURES FOR PROPERTY LOSS

Before any major repairs can begin, a new project must be opened and authorized to collect costs associated with these required repairs when an insurance claim for property loss will be filed through the University.

Emergency repairs and other reasonable steps should be taken to protect the property from further loss. A contract to make such emergency repairs may be necessary without prior approval or notice to the Insurance Department. Examples of such work are:

- Board up any broken windows, doors or openings.
- Remove debris or water, which could cause further damage.
- Move undamaged contents to a secure location.
- Secure the location until repairs can be started.

Emergency security personnel will be allowed, when necessary, for up to 48 hours preceding a loss.

As soon as practicable, manager/supervisor, will notify the Insurance Department at 495-7970 or 495-8668 of the loss and any emergency repairs made to date.

A WRITTEN FORMAL NOTICE OF THE LOSS MUST BE SENT TO THE INSURANCE DEPARTMENT, 739 HOLYOKE CENTER.

Once the scope of work and estimated costs for repairs have been agreed upon between the building manager and the Insurance Department, work can proceed.

Larger property losses, over $3,000, may require two or more contract bids.

Invoice payment will proceed in accordance with normal department procedures, except that vendor invoices must be approved by the Insurance Department prior to payment. Invoices must go to 739 Holyoke Center for approval.
Asbestos Procedure

The Faculty of Arts and Sciences is responsible for the management of asbestos-containing materials in accordance with the overall policies of the University. The Department of Environmental Health and Safety (EH&S) provides technical and professional services in all aspects of asbestos management for the FAS.

EH&S must be notified of all asbestos abatement activities and represents the University on matters of regulatory compliance. They provide technical oversight; specifications; recommend procedures; and maintain a record of all asbestos abatement projects.

It is the building manager's responsibility to communicate with the occupants of your building(s). Students, faculty and staff should be provided timely and accurate information about asbestos abatement activities that may affect them.

Deleading

The Harvard University Office of Environmental Health & Safety must be contacted when lead paint is involved in a renovation/rehabilitation project. If the project is in a property where children under the age of six reside, will reside, or spend a significant amount of time (i.e. day care centers, preschool, etc.) you are required by Massachusetts Department of Public Health to test for the presence of dangerous levels of lead using only prescribed methods. This testing must be performed by a licensed lead paint inspector.

Regardless of the scope of a renovation planned for a facility the following precautions must be followed. Testing of surfaces/bulk materials for the presence of dangerous levels of lead by any Department of Public Health (DPH) testing method. This testing need not be performed by a licensed lead paint inspector, (provided the property cannot be classified as housing children under the age of six.) It is prudent to perform such testing so that workers may take appropriate safety precautions should lead be present. Waste must be properly packaged and disposed of.

The removal of the lead paint must be by a licensed deleader who is using one of the DPH acceptable methods of deleading and follows all safety requirements regarding: work area preparation; personal protective equipment; work practices; cleanup procedure; and proper waste disposal.
CHLOROFLUOROCARBONS (CFC’S)

The Clean Air Act amendments signed into law in 1990 established new rules with respect to the production and use of CFC’s. These include regulations which prohibit venting, require certification of recovery and recycling equipment, set limits on refrigerant leaks, restrict certain refrigerant sales, establish disposal requirements, and require certification of service technicians. The Faculty of Arts and Sciences is responsible for the management of the release of refrigerants and other materials containing ozone-depleting chlorofluorocarbons (CFC’s). The largest quantities of CFC’s are used in chillers, air conditioning systems, refrigeration equipment, and in Halon fire protection systems. An information fact sheet which summarizes the requirements for owners and operators of CFC containing equipment should be on file in each building manager’s/superintendent’s office. An inventory list of all CFC equipment on site should also be kept on file. If you have any questions regarding CFC’s please contact Environmental Health and Safety.

FLUORESCENT LAMP RECYCLING

Due to the mercury content in a phosphor powder, which typically coats the inside of fluorescent light bulbs, spent mercury-containing bulbs are not suitable for disposal in regular University trash. These bulbs must be either managed and disposed of as hazardous waste or recycled. After replacing a bulb, mark it and place it back intact into the container from which the replacement bulb came. When the box is full, tape it closed, mark it “Recycle,” and place it at the building’s recycling station in an area clearly marked as “Spent Fluorescent Lamp Storage Area.” Only intact and unbroken bulbs may be recycled. If a bulb is broken, it must be handled and disposed of as hazardous waste. Improper disposal of mercury-containing bulbs can be a violation of the federal Resource Conservation and Recovery Act (RCRA) and Massachusetts DEP hazardous waste regulations. Non-compliance with these regulations can result in penalties. If you have any questions regarding recycling and disposal of mercury-containing fluorescent lamps please contact Environmental Health and Safety.

LOCKOUT / TAGOUT PROCEDURE

As part of the ever increasing regulatory concern for workplace safety, the Occupational Health and Safety Administration (OSHA) has developed a new standard for the control of hazardous energy sources. This standard is designed to prevent injury form the unexpected start-up or release of energy from machinery that is being serviced or maintained.

It is the responsibility of each building manager to be familiar with and follow the lockout/tagout policy that was written by Environmental Health and Safety and the Facilities Maintenance Department. A copy of this policy should be kept with your records for referral. All applicable contractors that you hire must follow this policy.
**SPILL PREVENTION CONTROL AND COUNTERMEASURES**

Harvard University’s SPCC Program establishes University-wide procedures for the prevention, detection and reporting / response (mitigation) of spills or releases of oil and hazardous materials.

1. Be aware of all oil containing devices and their condition in the facility. Maintain a written inventory of equipment, adding or deleting items as necessary and implementing containment where needed.

2. Assign responsible (trained) persons for inspection of oil storage/use devices, areas, etc. Complete the *SPCC compliance tracking table* of the FAS SPCC Program Manual.

3. Install a spill kit(s) in a readily assessable area in your building.

   
   *Complete and maintain the monthly compliance tracking table.* The required signatures to fill out the table come from four sources. a. Your signature for the equipment / areas under your charge. b. by e-mail from E&U for elevators, emergency generators and transformers. c. by e-mail from FMO for heating oil tanks and burners. d. from Harvard Dining Services for kitchen equipment.

5. **Emergency response.**
   
   If a spill happens the FIRST action is to protect all pathways into the environment: i.e. floor drains, earthen areas, disconnect sump pumps, etc. using the materials in the spill kit. SECOND, call the Control Center at 495-5560 and report the spill. The Control Center will notify Harvard EH&S for further action.

   Please refer to the FAS SPCC Program book for further important information.

**CONFINED SPACE ENTRY PROGRAM**

A comprehensive confined space entry program has been developed to protect Harvard University employees and provide guidance to contractors who may be required to enter confined spaces during the course of their work. In addition to the program confined space inventories and procedures for safe entry were developed as well as a comprehensive training program. Signage must be posted at the entrances of confined spaces to ensure communication of the hazards to employees and other potential entrants.
EMERGENCY EVACUATION PLAN

Potential emergencies at your building such as fire, explosion, spill, chemical releases and all other emergencies require employees to evacuate the building. An Emergency Evacuation Plan (EEP) and adequate occupant familiarity with a building minimize threats to life and property. In addition, the Occupational Safety and Health Administration (OSHA) Emergency Action Plan standard, found at 29 CFR 1910.38(a), requires that all buildings have a written Emergency Evacuation Plan (EEP). This plan applies to all emergencies where employees may need to evacuate for personal safety.

Harvard University's Emergency Evacuation Plan has been designed to assist facility managers in the creation of a system for protection of life and property in the event of a fire, explosion, spill or other emergency requiring building evacuation. This plan is designed as a template for customization by Harvard's facility managers, and is required by Federal law. As an aid to customization, Harvard building manager's may request a copy of the Emergency Evacuation Plan by contacting Environmental Health and Safety.

HAZARDOUS COMMUNICATION PLAN

A extensive hazardous communication program was developed to protect Harvard University employees and provide guidance to contractors who may use, store, handle or potentially be exposed to chemicals. This program was designed to reduce the potential for occurrences of chemical-related occupational illnesses and injuries by providing specific procedures, which identify and evaluate the chemical hazards in the workplace. Employees are trained on the hazards of the chemicals with which they work and ensuring that all individuals at risk are adequately informed about the use and storage as it pertains to their workplace.

An online MSDS database is available with links directly to the chemical manufacturer's are available on the EH&S web page.

More information about all of Harvard’s policies and procedures as they have to do with OSHA, the EPA and other Government Regulatory Organizations can be found in greater detail on the EH&S web site: http://www.uos.harvard.edu/ehs.